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REPORT OF THE FOURTEENTH MEETING OF THE INTER-AGENCY CO-ORDINATING COMMITTEE (IACC) ON THE SECOND UNITED NATIONS TRANSPORT AND COMMUNICATIONS DECADE IN AFRICA (UNTACDA)

Tangiers, Morocco, 3-6 November 1989

A. ORGANIZATION

1. The fourteenth meeting of the Inter-Agency Co-ordinating Committee on the second United Nations Transport and Communications Decade in Africa was held at the Palais Marsman, Tangier, Morocco, from 2 to 6 November 1989.

B. PARTICIPATION

2. Representatives of the following United Nations bodies, specialized agencies and African intergovernmental organizations took part: United Nations Conference on Trade and Development (UNCTAD), United Nations Development Programme (UNDP), United Nations Education, Scientific and Cultural Organization (UNESCO), World Bank (IBRD), International Telecommunication Union (ITU), International Maritime Organization (IMO), African Airlines Association (AFRAA), African Civil Aviation Organization (AFCAC), African Development Bank (ADB), Arab Maritime Transport Academy (AMTA), Economic Community of Central African States (ECCAS), Economic Community of West African States (ECOWAS), Ministerial Conference of West and Central African States on Maritime Transport (MINCONMAR), Organization of African Unity (OAU), Pan-African Postal Union (PAPU), Pan-African Telecommunications Union (PATU), Trans-African Highway Authority (TAHA) and Union of African Railways (UAR).

3. Representatives of Spain, Morocco and the International Road Federation also attended as observers.

C. OPENING OF THE MEETING

4. The meeting was officially opened by the Chief of the Transport, Communications and Tourism Division on behalf of the Executive Secretary of the Economic Commission for Africa, Professor Adebayo Adedeji.

5. After welcoming the participants to the meeting, he reviewed the progress of the activities undertaken since the last meeting held in Addis Ababa in June 1989, in preparation of the second Decade.

6. He then indicated the main consensus which had emerged from meetings organized to date as follows: the second Decade would have only one programme, comprising a series of projects including activities, among other things. The programme would be adequately specific, but it would be conceived in flexible manner, to take account of the important but sometimes changing realities in the transport and communications sectors, and it would be evaluated from time to time during the Decade. Given the importance of the programme, its preparation should be meticulous, in-depth, and systematic to meet the framework defined in the objectives, strategies and guidelines for the second Decade.

7. He finally reiterated the need to involve the African States themselves, which are the beneficiaries of the programme, right from the initial stage of its preparation, in such a way as to consolidate the "bottom up" approach.

8. Following this introduction, the representative of ECA, who was Chairman of the meeting, then proposed a draft agenda.

D. ACCOUNT OF PROCEEDINGS

Adoption of the agenda and organization of work (agenda item 2)

9. The meeting adopted the following agenda:

1. Opening statement by the Executive Secretary of ECA
2. Adoption of the agenda and programme of work
3. Adoption of the report of the thirteenth IACC meeting
4. Report of the Workshop of High Level Experts on UNTACDA II
5. Report of the Criteria Committee
6. Report of the Resource Mobilization Committee
7. Consideration of the organization of working groups and programme of activities for the preparation of UNTACDA II
8. Consideration of the creation of the National Co-ordination Committee
9. Progress report on SSATP
10. Any other business
11. Date and venue of the next meeting
12. Adoption of the report and closure of the meeting

10. The programme of work adopted was as follows:

Friday, 3 November 1989

10:00 - 12:00 Plenary session
15:00 - 19:00 Plenary session

Saturday, 4 November 1989

10:00 - 12:00 Plenary session
14:00 - 19:00 Preparation of the report by the secretariat
20:00 - 21:00 Adoption of the report and closure of meeting

Adoption of the report of the thirteenth IACC meeting (agenda item 3)

11. The meeting adopted the report of its thirteenth meeting without any debate.

Report of the High Level Experts on UNTACDA II (agenda item 4)

12. A representative of the secretariat presented the report of the Workshop which was organized by ECA from 25 to 29 September 1989 in order to solicit independent views on the issues of transport and communications in Africa in general, and on the UNTACDA II programme as proposed by the IACC in particular. A total of 22 experts from within and outside Africa took part in this workshop. Various aspects of macro-economic development and their likely impact on the development of transport and communications in Africa during the Decade programme were analyzed and recommendations made as to the overall orientation of the Decade programme.

13. Regarding the document on objectives, strategies and guidelines for UNTACDA II which was approved by the IACC at its thirteenth meeting in June 1989, the Workshop broadly endorsed the document and made several specific recommendations on the form as well as content. These recommendations were presented to the IACC in the expectation that they would contribute to the overall quality of the proposals that the IACC will present to the Ministers.

14. The meeting considered the report on the Workshop and found the recommendations therein contained in general very constructive. It was thus agreed that those recommendations which the IACC adopted will be incorporated into the document on objectives, strategies and guidelines and will form a corrigendum to the document which had been approved by the IACC at its thirteenth meeting in June 1989 (Doc. DEC/TRANSCOM/67/Rev.3). These are shown as annex I to this report.

Report of the Steering Committee for the selection of projects for UNTACDA II (agenda item 5)

15. Introducing this report, the representative of UNDP, who chaired the Committee, indicated that the problem of criteria had been a major concern of the IACC since March 1989. The Committee was meeting in Tangiers for the purpose of formulating a limited number of sufficiently specific criteria which all projects should meet.

16. In the ensuing discussions, some delegates raised questions about the relevance of the criterion which state that all countries concerned by regional projects should be involved in their formulation and that they should explicitly commit themselves to the implementation of the projects. The difficulties related to this process were mentioned, particularly those concerning the increasing delays in the approval of projects. Speaking on this issue, the representative of UNDP indicated that during the half-way period evaluation, it was observed with respect to the regional programme that difficulties were being encountered with certain projects, because all the countries concerned had not given their individual commitment to these projects. For the future, therefore, it should be envisaged as a prerequisite for the approval of regional projects, that all the countries concerned should have expressed their firm commitment to them, in one way or the other.

17. The meeting considered the document prepared by the Steering Committee and adopted the amended criteria attached as annex II to this report.

Report of the Resource Mobilization Committee - RMC (agenda item 6)

18. The representative of ADB, introducing this report, as Chairman of the RMC, indicated that during the first Decade, funds had been mobilized but that the financing obtained had not covered all the priority projects for the economic integration of Africa. The lessons learnt from this experience had led to the establishment of a Resource Mobilization Committee. For the Committee to function efficiently, it was necessary to take the appropriate measures.

19. As regards the guidelines for the preparation of strategies and programmes, it seemed necessary to specify the concept of projects and to define the terms of reference of the sectoral and subregional working groups. The method proposed by the RMC was the one adopted in June by the IACC. This would involve the working groups working simultaneously, followed by harmonization at the subregional level and consolidation at the regional level of the strategies and programmes. He further indicated that the RMC had made proposals for the co-ordination and financing of its activities.

20. Finally, he invited the participants to examine the mechanisms of operation and financial needs of the RMC, as well as the guidelines for the preparation of the strategies and programmes, and to make recommendations to the Conference of Ministers.

21. The Committee decided to consider the report in conjunction with the agenda item relating to strategy, conception, monitoring and preparation of the second Decade programme the outcome of which is shown in annex III of this report.

Consideration of the organization of Working Groups and programme of activities for the preparation of UNTACDA II (agenda item 7)

22. A member of the secretariat introduced document ECE/TRANSCOM/IA/89/14/4 on the subject. He pointed out that at its thirteenth meeting the IACC had decided that Working Groups should be established to address subregional, sectoral and thematic issues.

23. The paper proposed the establishment of two types of Working Groups: subregional and sectoral working groups and made recommendations regarding their composition. It also recommended that there be four subregional and seven sectoral working groups. Furthermore, the paper suggested that the sectoral working groups should address all the objectives of UNTACDA II by dealing with specific areas of concentration under each objective. Finally, the paper proposed a time-table for the activities of the Working Groups during the preparatory period.

24. In the ensuing debate, which also included the discussion of agenda item 6, the meeting discussed the composition of Working Groups, guidelines for their work, the role of the Resource Mobilization Committee and a timetable for the preparation of strategies and programmes for UNTACDA II. It accepted the idea of four subregional Working Groups and suggested amendments to the composition of some of them by adding the names of other organizations. Furthermore, it decided that thematic issues on data, human resource development and facilitation would be treated by every working group.

25. Regarding the RMC, its terms of reference were discussed as were the mechanisms for the co-ordination of its activities and their financing.

26. As regards sectoral Working Groups, the meeting decided to establish a new Working Group for urban transport but kept the number at seven by adding inland water transport to the Working Group of maritime and multimodal transport.

27. Finally, the meeting adopted a time-table of activities based on the recommendations of the RMC, for the preparation of strategies and programmes by both the subregional and sectoral Working Groups culminating in the launching of the UNTACDA II programme in June 1991. It was agreed that at its first meeting each Working Group would elect its leader who would have the responsibility of directing the work of the Working Group.

28. The composition of the Working Groups as agreed upon and the time-table of activities are shown in the document "Proposed Strategy for the Preparation of the Second Decade programme" which appears in annex III to this report.

Consideration of the creation of the National Co-ordinating Committee (agenda item 8)

29. The representative of ECA secretariat introduced the document DEC/TRANSCOM/IA/1989/14/5 which was prepared on the basis of the decision of the Thirteenth Meeting of the IACC to set up a National Co-ordinating Committee at the country level as an integral part of the UNTACDA II strategy. The document was subsequently amended with contributions by ADB and the World Bank. The document was discussed and after some amendments was accepted and the proposals therein contained are shown in annex IV to this report.

Progress Report on SSATP (agenda item 9)

30. A representative of the World Bank presented a progress report on the activities of the Sub-Saharan Africa Transport Programme. The SSATP was designed jointly by ECA and the World Bank as a programme to improve policy response to key transport sector issues and improve African capabilities as well as to develop, disseminate and implement policy reforms in the transort sector at both national and regional levels.

31. The programme has a total of eight discrete components each with a duration of not more than 18 months. These components, which are at various levels of implementation are: Road Maintenance Initiative; Railway Management Workshop; Human Resources and Institution Building; Rural Travel and Transport; Trucking Costs Study; Transport Survey; Transport Data Base; Urban Transport.

32. The meeting took note of the report and the contribution of the programme to the development of the transport sector in Africa. However, concern was expressed as to its limited scope in that it covers only some subsectors of transport and excludes one subregion of Africa.

33. Questions also arose regarding the mechanism for integrating this useful initiative into the second Decade programme in order to avoid the confusion which would arise if SSATP were to continue parallel to the Decade programme. In this regard it was suggested that the work already begun under the SSATP in the various subsectors should be continued under the work of the respective Working Groups concerned. The meeting then requested ECA and World Bank to explore ways of integrating the SSATP into the ongoing preparatory activities for the programme of UNTACDA II.

34. The full text of the report appears as annex V of this report.

Any other business (agenda item 10)

35. There was no issue raised under this item.

Date and venue of the next meeting (agenda item 11)

36. No decision was made on the date and venue for the next meeting since this would depend on the outcome of the meeting of the Conference of Ministers.

Adoption of the report and closure of meeting (agenda item 12)

37. The meeting adopted its report after some amendments and it was closed by the Chairman.

ANNEX I

II. Global Objectives of the Second Decade 1991-2000

2.1 Goals

1. The goals of UNTACDA II will be to:

(i) Improve transport and communications systems, in line with the needs of the economies of African countries, in order to ensure the integration and indigenous and self-sustaining development of national networks.

(ii) Diversify transport and communications facilities by means of coherent and complementary development of the various transport and communications modes.

(iii) Urgently find solutions to air transport problems in Africa by impelementing the Yamoussoukro Declaration on a New African Air Transport Policy.

(iv) Provide better access for rural and landlocked areas to national and international transport and communications networks.

2.2 Global objectives

2. A total of 10 global objectives has been defined for the Decade programme as follow:

(i) Implementation of phased and balanced programmes of development and management of transport and communications infrastructure.

(ii) Rehabilitation, upgrading and maintenance of the most critical elements of the existing infrastructure and equipment so as to improve their efficiency and capacity utilization, as well as prolong their economic life.

(iii) Improvement of human resources planning, development and utilization in order to upgrade the quality and availability of personnel at all levels for efficient management and operations of transport and communications systems.

(iv) Improvement of operational efficiency, service quality and availability in transport and communications by policies and activities that will increase competition, financial viability as well as reduce their burdens on state treasuries.

(v) Establishment of information systems on transport and communications as a basis for analysis and better management and planning of investment.

(vi) Development of manufacturing capabilities in order to cope with the rapid changes in technology and market forces in transport and communications, and to reduce cost and requirements for foreign exchange by local manufacture of some spare parts, components and equipment.

(vii) Improvement of transport safety and environmental conditions.

(viii) Improvement of transport and communications in rural areas where the majority of the population lives and greatest percentage of economic production takes place.

(ix) Establishment of inter-regional liaisons in the fields of transport and communications.

3. Each objective has a long-term component as well as areas of immediate concentration as elaborated below.

OBJECTIVE 1: Implementation of phased and balanced programmes of development and management of transport and communications infrastructures.

4. Long-term: Steady expansion of intra-regional networks, especially at the subregional levels, so as to permit the effective development of present and potential production areas and link these with consumption centres and export points on the basis of nationally agreed programmes.

5. Areas of immediate concentration

(i) Facilitation of intra-African and external traffic by:

(a) Early implementation and, where necessary, review, of existing bilateral, subregional and regional agreements relating to technical standards, operating and documentation procedures as well as any joint financing arrangement that have been entered into;

(b) Wider ratification and early application of relevant United Nations and other international agreements;

(c) Harmonization and application of tariffs system, including establishment of preferential tariffs for large or special users;

(d) Development of new agreements where these are necessary and of priority;

(e) Improved management capability by introduction of modern management systems.

(ii) Expansion and upgrading of critical national links in existing regional and subregional networks, particularly those which include land-locked countries, in order to realize the full pontential of these networks, which should be consistent with regional priority needs and national resource availability.

OBJECTIVE 2: Rehabilitation, upgrading and maintenance of the most critical elements of the existing infrastructure and equipment so as to improve their efficiency and capacity utilization, as well as prolong their economic life.

6. Long-term: Development of efficient and sustainable maintenance capacities and practices that make effective use of local skills, manufacturing capacities, contractors and, in the case of rural infrastructure networks, locally based organizations and institutions.

7. Areas of immediate concentration

(i) Develop well-prepared national programmes of priority rehabilitation, upgrading and equipment replacement so as to eliminate by the year 2000 the backlog of infrastructure rehabilitation and equipment replacement works that has built up over the past years.

(ii) Strengthen institutional arrangements for sound maintenance of roads, including performance monitoring and practices.

(iii) Devise national and regional strategies for mobilization of resources both from within as well as from external sources for maintenance and rehabilitation.

OBJECTIVE 3: Human resource planning, development and utilization in order to improve the quality and availability of personnel at all levels for efficient management and operations of transport and communications systems.

8. Long-term: Development of indigenous capabilities to plan, manage and operate transport and communications systems in Africa more efficiently.

9. Areas of immediate concentration

(i) Upgrading and maintaining the standards of existing national and subregional training institutions.

(ii) Establishment in each organization and enterprise of appropriate recruitment, career development and incentive schemes so as to attract, develop, motivate and retain competent staff at all levels.

(iii) Reinforcement of viable regional and subregional organizations (African IGO's) structurally and financially to enable them to serve as focal points for the conception, execution and the monitoring of the programme, and to more effectively assist the African governments in their development efforts.

(iv) Establish or strengthen in-house training in major transport and communications organizations and enterprises and initiate co-operation between centres and with training institutions to expand the volume and quality of training available in each.

(v) Increase the number of "twinning" arrangements between African enterprises and transport and communications training institutions with more experienced organizations elsewhere.

(vi) Establish new or strengthen existing African transport and communications management studies centres in sub-regions.

OBJECTIVE 4: Improvement of operational efficiency, service quality and availability in transport and communications by policies and activities that will increase competition, financial viability as well as reduce their burdens on state treasuries.

10. Long-term: Improvement of national and subregional transport and communications policies in order to improve management efficiency and capacity.

11. Areas of immediate concentration

(i) Introduce cost reduction and rational pricing measures.

(ii) Review and assess periodically, as may be appropriate, the need for and impact of subsidies.

(iii) Develop alternative sources of and programmes for rationalization of the use of energy for transport and communications equipment.

(iv) Develop contract programmes between enterprises and governments, where appropriate, to allow greater managerial autonomy and accountability.

(v) Facilitate wider participation of the private sector in the provision, operation and maintenance of transport and communications services to supplement the public sector.

OBJECTIVE 5: Establishment of information systems on transport and communications as a basis for analysis and better management and planning of investment.

12. Long-term: Development of information systems directed at conditions of infrastructure development, traffic flows, demand for and costs of services.

13. Areas of immediate concentration

(i) Establishment of harmonized and standardized transport and communications data base system at national, sub-regional and regional levels.

(ii) Establishment of computerized management information systems at national transport and communications organizations and at ICO's in order to improve management.

(iii) Introduction of the United Nations Rules for Electronic Data Interchange for Administration, Commerce and Transport (UN/EDIFACT) standards in all electronic data interchange communications.

(iv) Establishment of a UN/EDIFACT rapporteur group.

OBJECTIVE 6: Development of manufacturing capabilities in order to cope with the rapid changes in technology and market forces in transport and communications, and to reduce cost and requirements for foreign exchange by local manufacture of some spare parts, components and equipment.

16. Long-term: Develop indigenous capability to manufacture critical spare parts, components and equipment required for sustained development of transport and communications in Africa.

17. Areas of immediate concentration

(i) Undertake feasibility studies for manufacture of selected transport and communications components and equipment.

(ii) Establish research and development centres and initiate basic research in selected areas and institutions.

(iii) Carry out total survey of and widely publicize the capacity and type of manufactures currently available in Africa.

(iv) Create an enabling environment at national and subregional levels for investment (foreign, private, public) in manufacturing enterprises and transfer of technology that would transcend the limitations of national economies and benefit from the economies of scale of the subregional markets.

OBJECTIVE 7: Improved transport safety and environmental conditions

18. Long-term: Reduce human, social and economic losses resulting from accidents and spillages of hazardous and polluting materials associated with the expected increases in passenger and freight transportation activities.

17. Areas of immediate concentration

(i) Develop national, subregional and regional approaches to increase awareness of safety and environmental implications of projects during planning and design stages.

(ii) Develop a regional and subregional approach, policy and strategy for preventing dumping of toxic waste in Africa.

(iii) Encourage African governments to adhere to international conventions on the protection of the environment to reach lasting agreements with other member States.

(iv) Expedite the preparation and application of an African Highway Code.

(v) Promote the establishment of national road traffic safety councils and encourage governments to provde them with adequate funding.

(vi) Organize African regional and subregional seminars and workshops to exchange experience.

(vii) Establish standards for vehicle testing facilities and methods.

OBJECTIVE 8: Improvement of transport and communications in rural areas where the majority of the population lives and greatest percentage of economic production takes place.

18. Long-term: Develop more efficient and effective rural transport and communications infrastructure, equipment and services.

19. Areas of immediate concentration

(i) Accord highest priority to better planning, construction and maintenance of rural transport and communications systems.

(ii) Identify current and potential areas of economic production growth and develop plans to link them to the national transport and communications networks.

(iii) Develop and promote appropriate technology for rural communication and non-motorized transport alternatives according to the needs of particular areas.

OBJECTIVE 9: Improvement of urban transport to meet the needs of the rapidly growing urban population.

20. Long-term:

(i) Provide appropriate infrastructure and transport facilities for the movement of persons and goods at moderate cost;

(ii) Increase the efficiency and financial viability of urban transport activities, including the provision of greater accessibility to employment opportunities for low-income groups.

21. Areas of immediate concentration

(i) Formulate realistic urban transport policies, which would ensure efficient traffic management and public transport operations;

(ii) Introduce appropriate tariff policies and regulations which satisfy the double demand for cheaper transportation and viable public transport enterprises;

(iii) Develop urban transport management and transport planning agencies to implement an efficient urban traffic and transport plans.

OBJECTIVE 10: Establishment and strengthening of inter-regional liaisons in the fields of transport and communications.

22. Long-term objectives: Establishment of inter-regional joint ventures in transport and communications based on comparative advantages.

23. Areas of immediate concentration

(i) Carry out an in-depth appraisal of present conditions of international air transport between Africa and other regions and propose measures for its restructuring.

(ii) Pursue efforts to restructure international shipping in a more equitable manner.

(iii) Develop mechanisms for co-operation in joint operation among Multimodal transport operators of trading partners of different regions.

(iv) Promote the development of transport connections between the African continent and adjoining regions.

III. Subsectoral Objectives

24. The following paragraphs have been redrafted as shown:

3.3 Shipping

Para 37 Long-term objective: Develop the shipping capacity of Africa by reinforcing greater co-operation, an intensified process of consultation and closer policy co-ordination with a view, inter alia, to achieving greater participation in international shipping activities, thus contributing significantly and positively to accelerate the economic development of African member States.

3.7 Air Transport

Para 46 Areas of immediate concentration:

(i) Formulate responses to the changes in air transport regulation as indicated in the Yamoussoukro Declaration, by taking into account, particularly:

(a) The need to improve technical co-operation among airlines so as to achieve their total integration;

(b) The possible extra-territorial application of the competition rules in international air transport;

(c) Problems of the exchange of traffic rights within Africa and between Africa and the rest of the world;

(d) Problems related to product distribution by means of the Computerized Reservations System (CRS);

(e) The implications of the measures on noise restrictions and airspace congestion;

(f) Renewal of the fleet by establishing adequate financial institutions to facilitate the acquisition of aircraft and related equipment;

(g) The need to restructure Civil Aviation Authorities and airport management enterprises;

(h) The need to integrate airlines and improve their management;

(i) The establishment of appropriate mechanism for fixing tariffs which would promote traffic development.

(ii) Implementation of the ICAO Air Navigation plan, improvement of air safety and assistance to the States, to enable them to ratify Conventions relating to civil aviation.

3.8 Telecommunications

Para 48 Areas of immediate concentration

(i) Management, development and rational utilization of human resources;

(xiv) Promotion of new services, particularly those which deal with data communication and information, in order to support regional and international trade.

Postal Services

Para. 52

(x) Promote postal financial services.

V. GUIDELINES FOR PREPARATION AND IMPLEMENTATION OF THE UNTACDA II PROGRAMME

25. The following subparagraphs are added to paragraph 78:

(f) Support recommendations of subregional economic organizations regarding UNTACDA programmes;

(g) Encourage the participation of the private sector in the National Coordinating Committees (NCCs).

ANNEX II
CRITERIA FOR SELECTION OF PROJECTS

I. General considerations for project preparation

1. It is understood that basically there will be two types of projects: capital projects and non-capital projects, the latter comprising projects addressing policy reform measures, institutional strengthening and development capabilities, research, training and human resources development, development of transport data and detailed engineering studies.

2. In designing and preparing Decade projects, particular attention should be given to:

(a) Promotion of national socio-economic development and impact of projects on subregional or regional integration;

(b) Generation of local expertise and the increase of national capacity by using, as much as possible, local human and other resources;

(c) Promotion, as far as possible, of the integration of women and youth in development;

(d) Development of appropriate technology and transfer of, and adaptation to foreign technologies, at least cost.

II. Criteria

3. Projects to be included in the programme of the Decade must meet the following criteria:

(a) They must contribute towards one or several objectives of UNTACD II;

(b) They must be included in the national development plans or programmes;

(c) For infrastructural projects, they must demonstrate social, economic and technical feasibility and/or other demonstrable benefits;

(d) Projects must conform to environmental policies and programmes;

(e) The existence of appropriate and adequate institutional capability to carry out the project must be demonstrated;

(f) Both recurrent costs and the local component of capital costs must be clearly established and their financing adequately provided for;

(e) In addition to the criteria listed above, which apply to both national and regional projects, the following criteria should also apply to regional and subregional projects:

(i) the project must be included in the work programme of an IGO, a United Nations specialized agency or other similar body and must demonstrate that the countries concerned have been involved in its formulation and have expressed their commitment to its implementation;

(ii) the project must involve more than one country and promote subregional or regional co-operation and integration.

ANNEX III

PROPOSED STRATEGY FOR THE PREPARATION OF THE
SECOND DECADE PROGRAMME

I. Introduction

1. The IACC, at its thirteenth meeting, adopted the objectives, strategy and guidelines for the UNTACDA II programme as contained in document DEC/TRANSCOM/67/Rev.3. Specifically, in chapter IV is outlined a strategy for the preparation and implementation of the programme including the mechanisms and procedures. The terms of reference of the Resource Mobilization Committee are also prescribed and it is recommended that Working Groups be formed to address subregional, sectoral and thematic issues.

2. This document addresses the above-mentioned concerns of the IACC and has the following structure:

(i) Establishment of Working Groups;

(ii) Guidelines for the work of the Working Groups;

(iii) The role of the Resource Mobilization Committee;

(iv) Time-table for the preparation of strategies and programme for UNTACDA II.

II. Establishment of Working Groups

3. The IACC recommends the establishment of four subregional and seven subsectoral Working Groups whose tasks will be to assess the existing situations, identify bottlenecks impeding the realization of the Decade objectives, recommend strategies (policy reforms, institution building, studies, investments), identify whenever possible quantifiable goals and time phases, as well as propose measurable indicators and prepare the programme.

4. Accordingly, two types of Working Groups as indicated below are proposed:

(a) Subregional Working Groups

Eastern and Southern: ECA, PTA, SADCC/SATCC, CEPGL, EBO, IGADD, Indian Ocean Commission, Northern Corridor Authority

Central Africa: ECA, ECCAS, CEPGL, UDEAC, Lake Chad Basin Commission, CILSS, MIKOMMAR

West Africa: ECA, ECOWAS, MRU, CEAO, OMVS, CILSS, MIKOMMAR, Lake Chad Basin Commission

North Africa: There is no economic community organization covering all the countries for this subregion. ECA and the newly created Maghreb Arab Union will prepare the programme in consultation with the other non-Maghreb countries.

Each of these Working Groups shall, of course, be free to seek the technical support of any specialized agency.

(b) Subsectoral Working Groups

(i) Roads: ECA, World Bank, OAU, ADB, trans-African highway authorities, ILO, UNDP, UNCTAD.

(ii) Railways: ECA, World Bank, UAR, OAU, ADB, ILO, UNDP, UNCTAD

(iii) Air Transport: ECA, APCAC, AFRAA, ICAO, OAU, UNDP, ADB, ASECNA

(iv) Maritime, inland water and multimodal transport: ECA, UNCTAD, IMO, MINCONMAR, ISCOS, OAU, UNDP, port management association, ILO, ANTA, ADB, World Bank

(v) Telecommunications and broadcasting: ECA, ITU, PATU, OAU, ADB, UNDP, UNESCO, URTNA

(vi) Postal services: ECA, UPU, PAPU, OAU, UNDP

(vii) Urban transport: ECA, World Bank, African Section of International Bus Owners Association, UAR, UNDP

5. ECA will convene the first meeting of each Working Group at which the Working Group will elect its leader who will have the responsibility for directing the work of the Working Group. ECA, in consultation with the leader of the Working Group; will convene subsequent meetings of the Working Group.

6. The subsectoral Working Groups shall be free to invite international subsectoral non-governmental organizations to participate in their meetings, such as the International Air Transport Association (IATA), the International Road Federation (IRF), the International Association of Lighthouse Authorities (IALA), the International Association of Ports and Harbours (IAPH), the International Railway Union (IRU), etc.

7. Subregional and sectoral Working Groups will meet to prepare, each group in its area of competence, strategies and programmes which should include the following elements:

(i) base line assessment of current situation;

(ii) identification of problems and constraints relative to specific Decade objectives;

(iii) solutions recommended to overcome these problems and constraints; these solutions will deal with policy and institutional measures, investments, projects, studies, research and development policies, and timing.

8. Following the above meetings, subsequent meetings will be organized in each of the subregions, bringing together representatives of member States of the subregions and members of the subregional and sectoral Working Groups. These meetings will consider and harmonize the strategies and programmes of the subregional and sectoral groups, with a view to:

(i) supporting the objective of economic integration through the improvement of transport and communications corridors; and

(ii) taking the concerns of member States into consideration.

9. Finally, the subregional and sectoral strategies and programmes resulting from the above meetings will be submitted by ECA and the Resource Mobilization Committee to a regional meeting comprising subregional organizations, the specialized agencies and sectoral intergovernmental organizations. The purpose of this meeting will be to consolidate the strategies and programmes for the preparation of the Decade programme.

III. Guidelines for the work of the Working Groups

10. The goal of the Decade programme is to establish an efficient integrated transport and communications system as a basis for the physical integration of Africa and facilitate national and international traffic, so as to foster trade and the achievement of a self-sustaining economic development as called for in the Lagos Plan of Action and subsequent African regional and subregional economic restructuring and development programmes.

11. The objectives of the Decade cover all key items on Africa's transport and communications agenda. They will be addressed by projects which are essentially national in their scope and impact as well as by projects which have a regional or subregional character in their scope and/or their impact. It is important to form a clear conception of what would be the role of the Decade vis-à-vis various categories of projects. Four such categories are identified:

(a) National projects supportive of Decade objectives with no significant regional or subregional impact. These will be prepared under the relevant sectoral strategy and programme.

(b) National projects (i.e., located in one country which is solely responsible for them) supportive of Decade objectives that have a direct or indirect impact on regional or subregional transport and communication services. They will be promoted and monitored by the relevant regional or subregional agencies under their strategies and programmes.

(c) Projects which are the direct responsibility of more than one country. They will be prepared, promoted and monitored by the relevant regional or subregional agencies under their strategies and programmes.

(d) Projects which are the direct responsibility of participating agencies (regional, subregional, United Nations system or multilateral agencies) which are directly supportive of the objectives of the Decade. They will be prepared under the competent subregional and regional organizations' strategies and programmes.

12. Sectoral Working Groups will undertake, in close collaboration with member States, the preparation of strategies and programmes for Decade objectives of particular relevance for their sectors. Sectoral strategies and programmes will typically include the following elements:

(i) base line assessment;
(ii) identification of key issues and constraints relative to specific Decade objectives;
(iii) recommended responses which will include, policy measures; institutional measures; investments; research, policy development activities and studies relating thereto, and thematic issues;
(iv) proposal of projects, quantified goals and target results for the region or subregions and for countries.

13. The sectoral strategy and programme will also outline necessary actions to assist in the preparation, development and dissemination of country programmes. It will also specify the indicators for monitoring progress towards the attainment of the established goals for the specific sector/subsector and thematic issues.

14. The sectoral strategy and programme must avoid mere lists of recommendations and should focus on the initial assessment and the definition of overall goals with realistic quantified targets and well-chosen and monitorable performance indicators. The sectoral strategies and programmes will be used by the countries and agencies as policy documents to develop and monitor their own programmes including projects under categories (a), (b) and (d) above.

Subregional Working Groups

15. Subregional organizations will prepare their strategies and programmes in collaboration with their member States. These will normally include the following:

(i) a base line assessment of regional/subregional transport and communication services in the subregion with an identification of major systems and corridors (infrastructure: volume of traffic; cost and quality of services, existing transit regulations and agreements; and an identification of thematic projects which will cover activities for transport data, facilitation and human resources development;

(ii) an analysis of key issues and constraints concerning services provided by regional systems and corridors.

(iii) recommended responses by systems and corridors: policy measures, institutional measures, investments, research, policy development activities and studies relating, thereto;

(iv) outline of a strategy and a programme for main corridors and systems with overall goals and target results (cost and quality of services);

(v) identification of significant ongoing projects and recommendations for additional projects under the second Decade with an order of priority.

16. The subregional strategies and programmes will include recommendations for projects under categories (a), (b) and (d) above.

17. While these guidelines are addressed to sectoral and subregional Working Groups, it is expected that Governments will also follow them in preparing their own programmes.

IV. Resource Mobilization Committee

19. The meeting defined the principal tasks of the RMC during the preparatory phase to be as follows:

(i) To assist the Working Groups in drawing up the terms of reference by preparing explanatory documents on the guidelines and to participate in meetings to launch the said Working Groups;

(ii) To assist the Working Groups to determine their technical assistance needs and prepare the appropriate terms of reference;

(iii) To seek funds for this technical assistance through contacts with donors, and prepare project documents of the required quality to mobilize the necessary funds;

(iv) To follow the progress of the work of the Working Groups and assist in the preparation of their strategies and programmes;

(v) To provide donors with information on the Decade;

(vi) To provide the States and Organizations with information on the assistance in the search for financing;

(vii) To prepare reports on:

(a) the methods of resource mobilization and the results expected at the end of the preparatory phase; and

(b) the functioning and experiences of the RMC during the preparatory period and accordingly make recommendations for improving the effectiveness of the RMC during the implementation of the programme;

(viii) To sensitize member States to the need to give the highest priority to projects geared to achieving the key objectives of the Decade.

(b) Co-ordination of the activities of the Committee

20. Due to the different geographical locations of the members of the Committee and the special nature of the task and need for urgent or regular contacts among the members and with financing institutions, it was agreed that:

(i) Each member will designate its institutional representative to the RMC. The task of this person are to represent the views of their organization in the work of the RMC, inform their organizations as to the substance and progress of the RMC's work, and be a point of contact for information exchange between their own and other RMC member organizations;

(ii) The Chairman of the RMC will have responsibility for taking the initiative, as he deems necessary, to facilitate the work and the co-ordination of the RMC; in such cases, he shall fully inform and advise the lead agency of issues involved;

(iii) The secretariat will be responsible for the day-to-day functions related to the implementation of the work of the Committee;

(iv) Any member of the Committee may prepare working documents either on their own initiatives or at the request of the Committee.

(c) Financing issues

21. It was agreed that each member of the Committee would be expectd to bear the cost of its participation in the regular meetings of the RMC. It was also agreed that the actions envisaged for he RMC during the preparatory phase will require additional financing. In this regard, it was recommended that financing should be provided for these activities within the project which is currently under discussion between ECA and UNDP.

22. As concerns the initial phases of implementation of the Decade programme, the Committee will examine the needs for and explore sources of financing for its activities.

V. Timetable for the preparation of the programme

23. As soon as the seventh meeting of the Conference of African Ministers of Transport, Communications and Planning has approved the modalities for the establishment of Working Groups, the guidelines and criteria for project selection proposed by the TACC, the lead agency will distribute the guidelines and criteria to all agencies and Governments together with a timetable for meetings of Working Groups.

24. The proposed timetable for the meetings of the Working Groups to prepare the programme is therefore as follows:

Date	Activities
Dec. 1989- Jan. 1990	Lead agency distributes guidelines for Working Groups and criteria for project selection together with a timetable for preparatory activities to all agencies and governments
Feb.-March 1990	First meeting of the Working Groups to draw up their work programmes and distribute work among their members
April-May 1990	RMC assists Working Groups identify their technical assistance needs and proceeds to seek such assistance.
June-July 1990	Subregional Working Groups meet in their respective subregions to adopt their strategies.
	Sectoral Working Groups meet to adopt their strategies.
November 1990-Jan. 1991	Subregional meeting of member States, subregional Working Groups and sectoral Working Groups to combine the various strategies into a single strategy for each subregion
April 1991	Regional meeting comprising subregional organizations, specialized agencies and sectoral intergovernmental organizations to consolidate the strategies and programmes for the preparation of the programme.
June 1991	Meetings of the TACC and the Conference of Ministers to launch the programme of the first phase of the Decade

ANNEX IV

PROPOSAL TO CREATE A
NATIONAL CO-ORDINATION COMMITTEE FOR THE UNITED
NATIONS TRANSPORT AND COMMUNICATIONS DECADE FOR AFRICA
(UNTACDA)

I. COMPOSITION

1. In view of the objectives set out, the national co-ordinating committee should comprise:

(i) Representatives of government departments particularly Ministers responsible for economic planning, transport, telecommunications, postal services and broadcasting;

(ii) Operators of transport and communications infrastructures and related services;

(iii) Workers in the transport and communications industries (transport, service centres, manufacturers and other suppliers of services);

(iv) Various groups and users.

2. These groups will be made up of people who have high level experience in the sector and who deal, in their activities, with problems relating to the transport and communications sectors.

3. Each country will designate a national co-ordinator who will be responsible for directing the activities of the NCC. The NCC will be the focal point for co-ordinating all activities related to transport and communications matters.

II. TERMS OF REFERENCE

4. During the period of the Decade, the NCC will carry out its work in close collaboration with the UNDP office, which will be able to participate actively in the activities of the Committee. It should:

(i) Assist the country in the preparation of papers which outline the country sectoral strategies and objectives and integrate them with those aspects of the Decade's objectives which are relevant to their own ongoing or emerging national transport and communications policies and sectoral development plans, on the basis of guidelines given to the subregional Working Groups;

(ii) Ensure that the competent authorities of its country accord the right priority to programmes and projects geared towards the attainment of the Decade objectives;

(iii) Provide the Lead Agency and subregional organizations with information on the national transport and communications sectors.

5. During the implementation phase, the NCC should:

(i) Assist the government in the establishment of sectoral priority programmes and projects, particularly those leading to the attainment of the Decade objectives;

(ii) Assist the government and the RMC to search for local financing for the priority projects and programmes of the Decade;

(iii) Co-ordinate the execution of the national programmes and projects, in relation with the subregional organizations;

(iv) Provide ECA, through the UNDP, with progress report necessary for the follow-up and implementation of the Decade programme.

6. The NCC should on a permanent basis:

(i) Formulate appropriate recommendations on the policy, planning and co-ordination of the transport and communication sectors, for the purpose of harmonizing the government action in these sectors to contribute more effectively to the economic development of the country and to the economic integration of Africa;

(ii) Collect and disseminate, after adequate processing, information on the transport and communications sectors.

(iii) Promote the search for the development of technology and technical innovation and enhance the role of professional associations in the transport and communications sectors and related activities.

7. In order to to ensure that the national activities are conducted at an approximately equivalent level of expertise and also at about the same time, it is desirable that close consultations be carried out between each country, the subregional organizations to which it belong and the lead agency. The NCC will be considered part of the co-ordination mechanism for the implementation of UNTACDA II and, therefore, will be provided with guidelines, technical support and other relevant information.

8. It is also suggested that each country should initially focus on a limited number of objectives. The achievement of early results in the fields related to these objectives will provide the stepping stones for subsequent broadening of the scope of activites during he remaining period of the Decade.

ANNEX V

PROGRESS REPORT ON SUB-SAHARAN AFRICA TRANSPORT PROGRAMME

Introduction

1. The success of the efforts to increase production and income growth is greatly dependent on the performance and support of the transport sector. There are already an increasing number of examples where bottlenecks in transportation put a break, especially on agriculture production. Transport should be efficient and sustainable. Unfortunately, transportation in Africa is characterizedd by:

(a) low quality and high cost of services in terms of reliability, security and intermodal integration;

(b) underdeveloped and deteriorating infrastructure; and

(c) institutional weaknesses and restrictive policies and regulations.

2. Sectoral adjustment for the transport sector should combine large rehabilitation outlays with institutional reforms and policy changes geared toward restoring the operational capacity and the financial viability of the sector through co-ordinated measures in the following areas: cost reduction, financial reorganization, introduction of cost based tariffs and user charges, enhanced accountability and service orientation and increased reliance on the private sector.

3. In this context, the SSATP was designed by ECA and the World Bank as a programme to improve policy response to key transport sector issues and to improve African capabilities and to develop, disseminate and implement policy reforms in the transport sector at national and regional levels. The programme is being implemented through a series of discreet components, each one is funded by a syndicate of up to four agencies and is carried out in partnership with African instituions and with the participation of African advisers and experts. Each component is defined up to closure, and would usually not extend beyond 18 months.

4. The SSATP has an International Advisory Committee (IAC) consisting of about 20 high-level officials serving on the Committee in their personal capacities. The IAC has the role of ensuring that the programme is effective in its overall design and its approach and that it is relevant in its selection of topics and in its outputs.

5. The programme is being managed by the World Bank in association with the Economic Commission for Africa. The Bank has established a secretariat for the programme in the African Regional Office, Technical Department, to co-ordinate programme implementation, most of which has been carried out by contractual researchers and consultants.

6. The responsibility for management of various projects is either with the Bank, as is the case for the Road Maintenance Initiative and others, or is being carried out by other agencies such as two French transport research laboratories for the trucking industry component. A key feature of the programme is to anchor each component with relevant African organizations like the Union of African Railways or ESAMI for the institutional development.

7. Each project is implemented with the participation of representatives of the major donors involved in its financing and in close co-ordination with specialized agencies such as ICAO, ILO, IMO, UNCTAD, TRRL, etc., and with African institutions such as PTA, SATCC, UDEAC and ECOWAS. In addition, African experts are invited to participate as advisers. Each project is designed by a joint team comprised of Bank and ECA experts.

8. The Railway Management Workshop, for example, was organized in collaboration with the Union of Africa Railways (UAR). Six African experts (general managers of railways) contributed to the design of the workshop and were key panelists during the discussions. The Bank and OFERMAT (France) share management responsibilities. The Human Resources and Institutional Development Component was designed during a workshop organized by UNDP in Ethiopia and attended by UNCTAD, ICAO, ILO, IMO, the Bank and ECA. UNDP is the lead agency of the first phase and ECA will take responsibility for the second phase. The need to develop an efficient transport data collection system was recognized at the same meeting. The sharing of the responsibility for project execution between the Bank and ECA, the involvement of African organizations in the data collection process and of UNDP in financing the whole project illustrate the way in which the programme would systematically seek to rely on African institutions and build up their capability. The needs for policy reforms in the field of road maintenance and rehabilitation were first discussed during a meeting organized by ECA in Harare in December 1987; these needs were also reaffirmed during the last meeting of the Conferences of African Ministers of Transport, Communications and Planning in Kinshasa. The road maintenance initiative of the SSATP built on the consensus reached in that forum was prepared by the Bank in close co-operation with ECA, ILO and TRRL (UK).

9. This paper is intended to provide the IACC the background, objective and state of implementation of the SSATP.

Ongoing activities

10. Presently, eight projects are ongoing or firmly planned;

Road Maintenance Initiative;
Railway Management Workshop;
Human Resources and Institution Building;
Rural Travel and Transport;
Trucking Costs Study;

Transport Survey; and ;
Transport Data Base;
Urban Transport.

11. Thus the SSATP is firmly on the ground as a broad collaborative programme to develop responses to key aspects of transport policies involving African institutions and development agencies with a direct interest in the subject at hand. Each project is defined up to closure and would usually not extend beyond 18 months.

12. The objective of the Road Maintenance Initiative is to speed up and facilitate policy reforms needed to build up road maintenance capabilities and to tackle the mounting backlog of road rehabilitation and strengthening. Three Road Maintenance Policy Seminars have already taken place. Twenty delegations attended the seminars headed by the Ministers responsible for Public Works. Three additional seminars for the French-speaking countries will take place at the beginning of 1990. These seminars constitute phase I; during phase II, the SSATP will assist, with the support of participating donors, in implementing Policy Action programmes to improve road maintenance and rehabilitation in 8 to 10 pilot countries committed to policy reforms.

13. The Railway Management Workshop held in Brazzaville in November 1988 was very successful. Its objective was to establish the policy foundation for the necessary restructuring of African railways, so that they can regain financial viability and meet the challenge of modernization for efficient transport services in a competitive market. The follow-up programme is being designed and implemented by UAR, with the assistance of the French Government and the World Bank. The UAR General Assembly, which took place in Kinshasa from 24 to 27 October 1989 reviewed the progress on the follow-up activities geared at contract-programmes, marketing, traffic costing and transit efficiency, and equipment utilization, especially locomotives.

14. The Human Resources and Institutional Development component is a joint effort between UNDP and the Bank. Its objective is to ascertain the determinants of successful human resources development and long-term institutional build-up. The World Bank is directly responsible for analyzing railway and highway administrations, while the other subsectors are being analyzed by ICAO, IMO, UNCTAD, ITU, ILO and ECA.

15. During a recent meeting in September in Basel, Switzerland various donors providing financing for the Rural Travel and Transport component, agreed on the work plan to identify and develop policy options for efficient rural roads planning and development, and to obtain a better understanding of the factors affecting mobility in rural areas, and how related improvement could be achieved.

16. The Trucking Industry component is aimed at assessing the determinants of the relatively high costs of road transport in SSA. Two French research laboratories, LET and INRETS, have conducted three trucking industry surveys

in Côte d'Ivoire, Cameroon and Mali. The results will be discussed during a seminar to take place in Yamoussoukro from 20 to 22 November 1989. Similar surveys will be undertaken in Zambia and Malawi.

17. Pilot Transport Surveys for several subregions in Africa will begin in 1990. These surveys will not only assist these subregions to develop their own action programme, but also design a set of indicators by which to measure their performance and efficiency within the transport sector. These indicators will be monitored regularly in an effort to assess the progress achieved during the implementation of the second Decade.

18. The main objective of the Urban Transport Component is to draw up a strategy for assisting the cities of Africa to improve the efficiency and productivity of their transport resources and reduce transport costs. The study will focus on public transport policies. The proposed study would attempt to develop strategies which would improve resource mobilization in the public and private sectors, promote efficiency and improve training. The studies will be managed by the World Bank as part of the SSATP, and in order to maximizethe sharing of experiences and knowledge, the work programme would rely heavily on case studies from African cities and involve African advisers.

19. There is a permanent shortage of economic data in Africa and the transport sector is no exception. This shortage becomes particularly critical when a government is engaged in the development of major policy reforms. The Transport Data Project will begin with a preparatory phase in which the transport data needs of different categories of users will be identified, and a system leading to the implementation of a sound transport data base will be designed before implementation of the programme. The preparatory phase of the programme will be financed by UNDP. The project proposal base system has been reviewed by UNDP in New York, and it is expected that the component will start soon. It will be implemented at ECA under the guidance of a coordinating committee of representatives from UNDP, ECA and the Bank.

20. The SSATP has, in several ways, helped guide the initial preparation of the Decade. Many of the SSATP's activities will be phased into the work programme of the sectoral working groups that are being organized to contribute to the continuation of preparation for the Decade. The collaborative framework established under the SSATP would be particularly useful in meeting the continuing need for upstream policy analysis and research in critical transport issues. The SSATP illustrates the type of activities that we would like to be directly associated with under the second Decade.